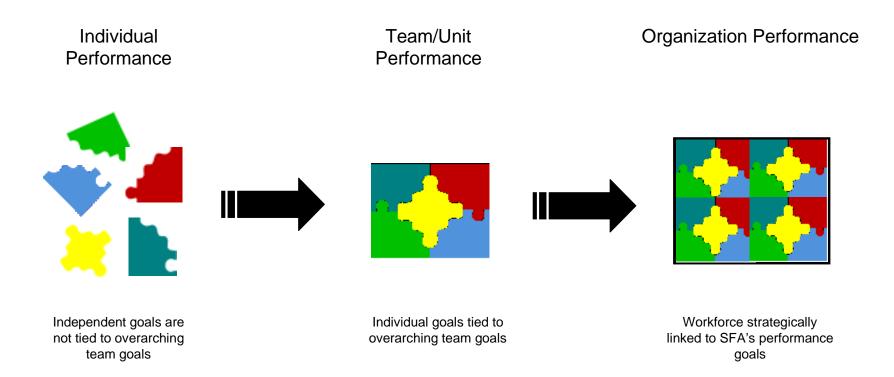


SFA Human Resources Skills Assessment Options

What is a Skills Assessment?

A Skills Assessment is a tool used to define existing "workforce skills", identify workforce skill development needs and outline appropriate training opportunities to maximize individual, team and organization performance





What are the benefits of a Skills Assessment?



Aligns workforce with SFA goals to increase customer satisfaction, decrease unit costs, and increase employee satisfaction





Identifies opportunities for workforce skill development



Provides vehicle to <u>support</u> workforce in achieving their career development goals



 Facilitates open communication between managers/supervisors and employees

When should a Skills Assessment be conducted?

Career Development

To identify personal strengths and areas for improvement. An employee would analyze skill gaps and use them to identify personalized, needsspecific training and development opportunities (working with SFA University)

Workforce Deployment (Placement)

To objectively "match" the right people to the right jobs on the basis of skills and performance

Performance Appraisal

To formally evaluate individual and team capability and contribution to the organization

Succession Planning

To identify and develop appropriate candidates for leadership positions



Key Stakeholders in SFA 'Skills Assessment Process'

Manager/Supervisor

- → Sets expectation of skills that employees should exhibit based on SFA Skill Catalog
- Reviews results of Skills Assessment with employees to validate skill development needs and career growth opportunities
- Encourages employees to complete the training and development activities identified in their Individual Development Plans

Employee

- → Sets goals regarding skills that they would like to develop
- → Performs self-evaluation to identify skill development areas
- → Fulfills training commitments to develop skills

Human Resources

- Involves Union and other key stakeholder groups in the development and implementation of the 'Skills Assessment Process'
- Develops, manages, and tracks the 'Skills Assessment Process', ensuring that all parties complete activities

SFA University

→ Coordinates employees' skill development needs in designing SFA training programs

Skills Assessment Guidelines

- Use consistent, objective approach and common tools across the enterprise
- Include all SFA employees (Management and Staff, all Channels and Units)
- Partner with stakeholders (i.e. Union, HRG, SFA Leadership Team, etc.) to define, develop, and implement the Skills Assessment Process
- Ensure education and communication about the purpose, approach, and intended outcomes for all participants throughout the Skills Assessment Process
- Incorporate Skills Assessment in the Employee Development Lifecycle

SFA Human Resources

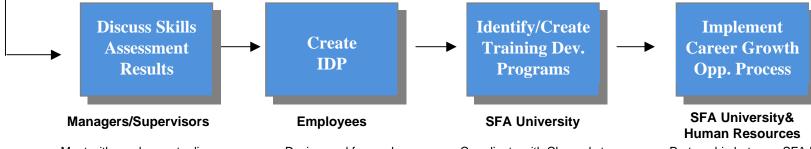


Example: Implementing a Career Development Skills Assessment Process



- Specify goals, objectives and target outcomes in partnership with key stakeholders (Union, SFA University, Mgt. Council)
- Define skills assessment process including inputs, outputs, roles
- Determine assessment criteria customize with skill model
- Determine design required to produce desired outcome
- Define logistics for delivery and analysis
- Design/Develop prototype of assessment tool according to specifications
- Conduct usability 'test' of prototype tool with sample group
- Finalize assessment tool

- Communicate purpose/objectives to participants
- Describe how the assessment will impact the participants
- Complete skills assessment according to HR guidelines



- Meet with employees to discuss skill areas, employee interests and training opportunities
- Design goal focused
 Individual Development
 Plan to ensure achievement
 of career objectives
- Coordinate with Channels to develop products that meet employee training development needs
- Partnership between SFA U and HR to ensure timely, consistent roll-out of programs, training courses, etc that meet workforce career development needs

Communication/Education (throughout entire process)